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REF/A/ORDER/CNO WASHINGTON DC/270120ZSEP2005//
AMPN/REF A IS DIVERSITY PLANORD//

GENTEXT/REMARKS/1. MISSION. WHEN DIRECTED BY THE CHIEF OF NAVAL OPERATIONS (CNO), CNO (N1/NT) WILL ACCELERATE CURRENT ACTIONS AND IMPLEMENT NEW ACTIONS SUPPORTING THE NAVY STRATEGIC DIVERSITY PLAN AS PART OF OUR HUMAN CAPITAL STRATEGY.

2. SITUATION AND COURSES OF ACTION.

A. NAVY HAS MADE GOOD PROGRESS WITH REGARD TO ALL ASPECTS OF DIVERSITY IN OUR TOTAL FORCE, HOWEVER WE WILL BE ADVERSELY IMPACTED IN THE YEARS AHEAD BY THE LACK OF DIVERSITY IN SENIOR OFFICER, ENLISTED, AND CIVILIAN RANKS AND IN OUR MORE TECHNICAL FIELDS IF WE DO NOT INCREASE AND ALIGN OUR COLLECTIVE EFFORTS. BECAUSE DIVERSITY MANAGEMENT AFFECTS MISSION READINESS AND REQUIRES CONTINUOUS LEADERSHIP ATTENTION, CNO (N1/NT) WILL DEVELOP CONOPS TO ACCELERATE ACTIONS ACROSS STRATEGIC, OPERATIONAL, AND TACTICAL LINES OF OPERATION. CONOPS WILL INITIALLY FOCUS ON AREAS WHERE SIGNIFICANT DISPARITIES HAVE BEEN NOTED, SUCH AS MINORITY AND FEMALE REPRESENTATION ACROSS THE FORCE, AND WILL INCLUDE CONTINUOUS ANALYTICAL OVERSIGHT TO MEASURE AND GUIDE EFFICIENT EXECUTION.

B. CNO (N1/NT) HAS DEVELOPED THE FOLLOWING COURSES OF ACTION (COA) TO ACCELERATE, ALIGN, AND PROVIDE OVERSIGHT TO TOTAL FORCE DIVERSITY EFFORTS:

1. COA 1. LEVERAGE EXISTING ORGANIZATIONS TO CONTINUE CURRENT ACTIONS, IMPLEMENT NEW ACTIONS, MILESTONES AND TIMELINES, AND COMPLEMENT/IMPROVE EXECUTION OF EXISTING STRATEGIC DIVERSITY PLAN WHICH IS COMPOSED OF FOUR IMPLEMENTATION AREAS: RECRUITING, GROWTH AND DEVELOPMENT, ORGANIZATIONAL ALIGNMENT, AND COMMUNICATIONS.

2. COA 2. UTILIZE COA 1. SUPPLEMENT CURRENT ORGANIZATION WITH ADDITIONAL PERSONNEL/RESOURCES TO PERFORM ROOT CAUSE ANALYSIS OF EFFECTS BASED METRICS TO IDENTIFY AND DRIVE ANY CORRECTIVE ACTIONS.

3. COA 3. CREATE DIVERSITY SPECIFIC TASK FORCE TO REVIEW ONGOING STRATEGIC DIVERSITY PLAN, RECOMMEND CHANGES OR VALIDATE CURRENT PLAN, AND ASSUME RESPONSIBILITY FOR EXECUTION OF NEW OR

CURRENT PLAN. MEMBERS OF TASK FORCE WOULD CONSIST OF PERSONNEL FROM SUPPORTING COMMANDS.

4. COA 4. ESTABLISH CENTRALIZED HQ ORGANIZATION TO REVIEW ONGOING STRATEGIC DIVERSITY PLAN, RECOMMEND CHANGES OR VALIDATE CURRENT PLAN, AND ASSUME RESPONSIBILITY FOR EXECUTION OF NEW OR CURRENT PLAN.

3. ANALYSIS OF OPPOSING COAS. DIVERSITY STRATEGY AND LEADERSHIP/MANAGEMENT IMPLEMENTATION IS CURRENTLY IN PROGRESS AND ANY COA COULD ENHANCE EFFORTS. COA 2 HOWEVER, UTILIZES ASPECTS OF COA 1, 3 AND 4 BECAUSE EXISTING STRATEGIC DIVERSITY PLAN WAS ESTABLISHED WITH A TASK FORCE FORMAT AND HAS ESTABLISHED CENTRALIZED HQ ORGANIZATION AT CNO (N1/NT) AND OTHER ORGANIZATIONAL LEVELS. SUPPLEMENTAL PERSONNEL AND RESOURCES ARE REQUIRED FOR ROOT CAUSE ANALYSIS.

4. COMPARISON OF OWN COAS.

A. COA 1 PROVIDES CENTRALIZED HQ ORGANIZATION TO GUIDE EFFORTS AND UTILIZES NAVY-WIDE LEADERSHIP AND EXISTING ORGANIZATIONS TO IMPLEMENT. THE CURRENT STRATEGIC DIVERSITY PLAN WAS CREATED WITH TASK FORCE FORMAT, IS CURRENTLY IMPLEMENTING ACTIONS AND CAN LEVERAGE DELIBERATE PLANNING PROCESS TO PROVIDE MORE STRUCTURAL LINES OF OPERATION TO ONGOING EFFORTS. IMPLEMENTATION IS CURRENTLY ONGOING.

B. COA 2 ENHANCES COA 1 BY ADDING ADDITIONAL RESOURCES TO PERFORM ROOT CAUSE ANALYSIS OF DESIRED EFFECTS BASED METRICS TO DRIVE CORRECTIVE ACTIONS. IMPLEMENTATION IS ONGOING AND WOULD BE SUPPLEMENTED.

C. COA 3 CREATES IMMEDIATE SENSE OF URGENCY FOR DIVERSITY EFFORTS AND WOULD UTILIZE PERSONNEL FROM VARIOUS ORGANIZATIONS TO STAND UP TASK FORCE. ANY IMPLEMENTATION WOULD BE DELAYED TO INITIALLY ORGANIZE AND REVIEW TASK.

D. COA 4 PROVIDES STRATEGIC HQ OVERSIGHT. CENTRAL HQ ORGANIZATION MAXIMIZES EFFORTS AND VISIBILITY AT SINGLE SOURCE. OPERATIONAL AND TACTICAL EXECUTION LINES OF OPERATION WOULD BE NEGATIVELY AFFECTED BECAUSE INDIVIDUAL ORGANIZATIONS ARE NOT DIRECTLY INVOLVED IN EFFORTS. IMPLEMENTATION DELAYED TO IDENTIFY AND ESTABLISH PERSONNEL AND RESOURCES.

5. RECOMMENDATION. COA 2.

6. REMARKS. CONOPS WITH COMMANDER'S INTENT WILL BE DEVELOPED IN COORDINATION WITH TASK FORCE TOTAL FORCE FOR HUMAN CAPITAL STRATEGY AND WITH INPUT FROM ALL SUPPORTING COMMANDERS.//

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DMSFOROCT@PTSC.PENTAGON.MIL (CC)
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NAVY-HQ-NAVSTAT@NAVY.MIL (CC)
M09B172-MSG@US.MED.NAVY.MIL (CC)
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